

SALEM
HAPPY HOLIDAYS

SALES MERCHANDISER

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Rolls Out!

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Development Program
Concludes

SALES DEPARTMENT
WILHELMSON RECORDS

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A Year of Transition

1991 was a year of intense transition. That is an apt description of the magnitude of transformation we are going through as a company and as a sales organization.

The progress we have made in the transition has been substantial. The course we have taken to turn our business around is proving to be a sound one. We know where we want to go and how to get there. We are following a road map, precisely and on schedule.

From a field sales perspective, we are taking the steps necessary to give you the flexibility to implement Account Specific Marketing in your calls. We have provided the means for managers to build their own work plan, choosing the promotions they want to work, when, and where they want to work them.

Through "Waste Busters," much of the administrative burden in the field has been put aside, permanently, to give you more time to run your business. Part-time resources have been increased to provide the help necessary to accomplish the increasing variety of tasks in retail calls.

We've shaken off the chains of bureaucracy, to a large extent, pushing down decision-making in the organization to people who can and should make them. The district concept is expanding with emphasis on smaller, tighter, more responsive, field units of operation. Internally we have restructured our operation to provide a better network of support to you for Account Specific Marketing and to refocus our efforts on strategic business issues.

Looking at the business, we have taken

the initiative at retail, realizing that market share is won or lost at the point of purchase. We are concentrating on brand performance, using new technology to present a better product to smokers. The introduction of Winston Wrap was a milestone in the evolution of cigarette packaging. You have the opportunity to charge full steam into 1992 with Salem Fresh Wrap. We're doing the right things.

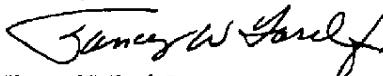
Overall, this year of transition has been a good year for us. Transition is never easy. There are often aftershocks that reach deep into the organization, with uncertainty leading to frustration. I know you have experienced some of this. It's part of the growing process, the learning experience that will make us more responsive to our retailers and the smokers who buy our products.

As we enter the new year, our game plan has been established. Our objectives over the next several years are set and unyielding. While tactics may be fine-tuned from time to time, we will remain true to the strategic direction.

Competition won't let our work get any easier in 1992, but the training you receive, in relation to Account Specific Marketing, will make it rewarding. That's the best part, and something to look forward to.

The entire Home Office staff joins me in wishing you and your family a happy holiday season.

Sincerely,



Yancey W. Ford, Jr.

Executive Vice President—Sales



SALES MERCHANDISER

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Salem FRESH WRAP ROLL OUT!

Salem, the brand whose heritage was built on fresh taste, will soon be available nationwide in packaging that keeps it fresher than ever.

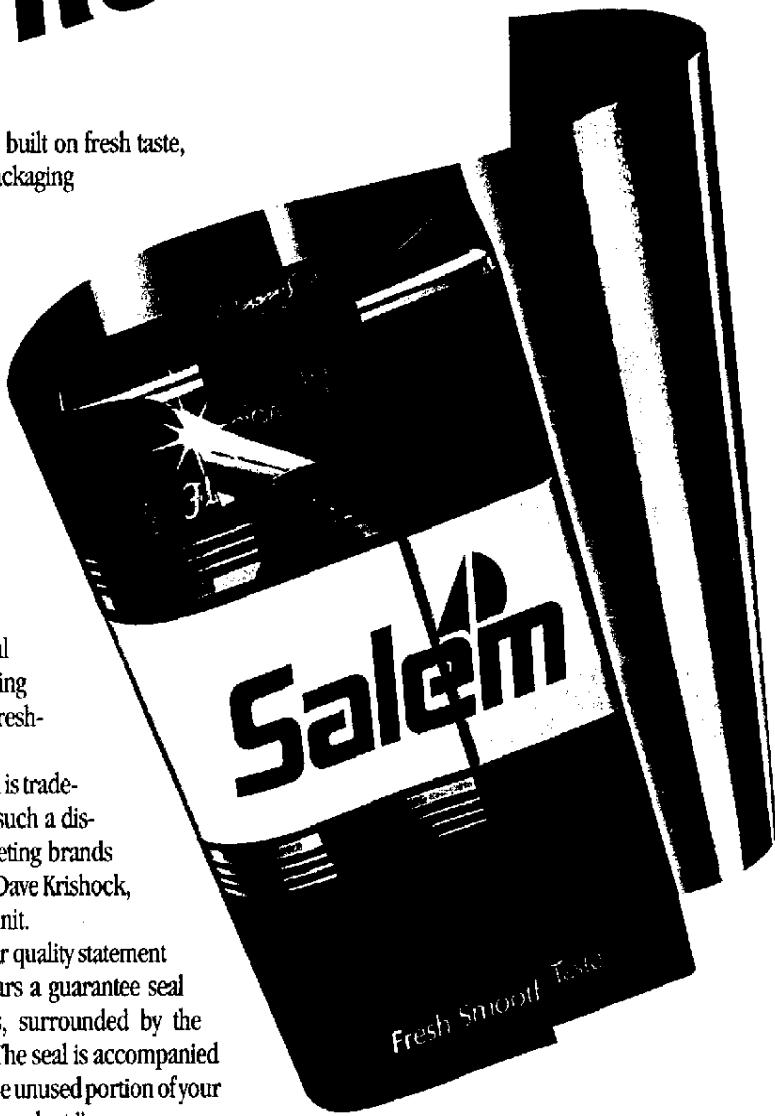
Salem, which has maintained its position as a longtime, worldwide menthol market leader and "top five" brand, will begin advertising and retail promotion for its new packaging called Salem Fresh Wrap in January.

The new Salem packaging is identical in composition to the new packaging introduced in August for the Winston brand. Fresh Wrap will keep Salem cigarettes fresher more than three times longer than conventional overwrap under similar conditions, giving smokers consistent, improved product freshness and better taste.

The new Fresh Wrap packaging, which is trademarked as FlavorSeal, promises Salem such a distinct advantage in freshness over competing brands that the fresh taste is "guaranteed," said Dave Krishock, vice president, Salem brand business unit.

"Fresh Wrap makes a unique and clear quality statement in itself," Krishock said. Each pack bears a guarantee seal consisting of a trio of tobacco leaves, surrounded by the inscription: "Fresh Taste Guaranteed." The seal is accompanied by the statement: "If unsatisfied, return the unused portion of your purchase and Salem will replace your product."

Every pack of Salem also bears the following freshness pledge: "Fresh-Packed Taste Guaranteed. Salem's new FlavorSeal overwrap is an air and moisture barrier that locks in freshness longer—your assurance of smooth, satisfying taste."



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"Salem also offers smokers an opportunity to provide direct input to the company on any aspect of freshness, quality, or any other issue relating to the brand," Krishock noted. "A toll-free phone number on the pack gives Salem smokers a chance to call if they have any questions or comments about the new packaging or anything else about Salem," he explained.

"This is the kind of service and responsiveness that we think smokers of a leading brand expect," Krishock said. "Everything we have done with Salem, we have kept the leadership position of the brand in mind."

Fresh Wrap, marketed as the Wrap on Winston, is composed of a material known as polyethylene terephthalate. Developed by company scientists and engineers, it is simi-

lar to packaging used for years by food producers. The material has been described as the most significant development in cigarette packaging and product freshness since RJR pioneered the cellophane "Humidor Pack" overwrap in 1931.

"Fresh Wrap is a major technological breakthrough that passes along significant value-added benefits for smokers, not only freshness and better taste, but a higher-quality appearance," Krishock explained. "Prices will not be raised and company shelf-life practices will not be changed, so the extra freshness will be readily perceived by smokers; and they will not pay a premium for it," he said.

"Smoker testing and the positive reaction to Winston Wrap demonstrate that smokers recognize and appreciate the freshness difference that the new packaging can

make," Krishock said. "Because of the positive smoker response to the Winston packaging, we decided to use the new packaging on Salem."

"Company marketers hope the same combination of product and packaging refinements, careful market repositioning, aggressive marketing and salesmanship, and the new Fresh Wrap, will add up to the same sort of marketing success for Salem as for Winston," said Denny Bomgardner, senior marketing manager, Salem.

"The introduction of Salem Fresh Wrap is the biggest news about the Salem brand family, beyond line extension, in a long time," said Bomgardner, New Jersey region manager in field sales, before recently



moving to brand marketing. "A fresher cigarette is a benefit that Salem franchise smokers will enjoy immediately, and competitive menthol smokers will come to appreciate," he said.

From a field sales perspective, the national roll out of Salem Fresh Wrap next month, "is a great opportunity to build volume across all sales areas," Bomgardner said.

"The field and company marketers have mapped out a comprehensive, highly coordinated marketing plan, capitalizing on that opportunity with print and billboard advertising, and an array of promotional events including free pack offers, coupons, and

premiums," he added.

"The introductory plan was developed with field sales in mind, getting their ideas on creating an immediate impact at retail. Field managers wanted larger, more spectacular floor displays for carton outlets and special package displays," Bomgardner recalled.

"Plans provide the necessary support, but maintain the independence that local managers need to create and capitalize on local sales opportunities," Bomgardner added.

As was the case with the Winston Wrap roll out, the success of the Salem Fresh Wrap launch depends in large measure on

the careful planning and effective execution that the company knows it can rely on field sales to deliver. Bomgardner said, "I can't think of a better way to launch 1992 than with Salem Fresh Wrap. Together with Winston Wrap, we'll start the year with a dynamite one-two punch. As a former region manager, I know the field is more than ready to start throwing those punches."



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Foe's Attack Sets Up RJR Win



Express checklane displays were added in all 29 stores of the chain.

A competitive challenge can be a good thing—for the smart seller who is ready to capitalize on it, whenever it comes along. Be prepared to counter any competitive blow with a winning counter-strike. When the smoke clears over the market battlefield, it scarcely matters who fired the first shot; what matters is, who is left standing.

For example, Chain Accounts Manager Nick Kuruc, of the New Jersey chain division, recently went eyeball-to-eyeball with Philip Morris in a major New Jersey supermarket chain. And, as it turned out, it was the competitive cowboy who blinked.

Foodarama Shop-Rite Supermarkets is a

key, high-volume, 29-store chain with average weekly sales of more than 900 cartons. Over the years, RJR has won the chain over to self-service carton merchandising—which accounts for the strong sales figures—complemented by an RJR non-self-service package program.

Recently, Philip Morris mounted a serious challenge for the chain's business. PM attacked both carton and package sales, hoping to oust RJR merchandising and replace it totally with PM fixtures, throughout the chain.

But Kuruc capitalized on his superior understanding of the chain's business

needs and his rapport with the retailer. This relationship is based on the firmest foundation possible—a track record of proven profitability. After a follow-up presentation, Kuruc not only won contractual protection for RJR fixtures for another three years, but also sold the chain on adding a new RJR express checklane program chain-wide. Superior products and programs provide the weapons we need to win the "war in the store." Just add rapport with the retailer unmatched service, and smart selling, and victory is assured.

Buffalo Reps Named "Smooth Characters"



The Buffalo, N.Y., region has presented five employees with the Camel "Smooth Character" Award for sales achievement. It was the region's second presentation of the award, which was created to recognize and reward sales accomplishments.

The award was first presented in the region last summer, when five area sales representatives were honored. The current group of recipients includes two area sales representatives, a territory sales representative, and two retail sales representatives. They are:

Retail Sales Representative Lisa Monterastelli, of the Syracuse, N.Y., division. For a unique holiday-weekend promotion, Monterastelli tied in a store give-away with a mass premium display of Camel.

Monterastelli displayed 20 cases of Camel, with can huggers and caps as purchase incentives, at Ship 'n' Shore Market in Sylvan Beach, N.Y. Then, she persuaded store management to provide a large, inflatable beach raft as a display prop and giveaway prize. The lucky smoker who found one of Monterastelli's business cards tucked away inside one of the can huggers won the raft. The display sold out within the four-day holiday period.

Monterastelli also has been promoting Camel Box styles in the Syracuse metro area, placing four Camel neon signs and numer-

ous other signs and impact pieces in prominent locations.

In the Rochester, N.Y., division, Area Sales Representative Sharon Schwalm has been a real workhorse. She has been the division call-count leader since last year, with 2,155 calls in 1990 and 1,100 calls in the first half of 1991.

Schwalm also is the division leader in premium placement, with more than 12,000 premiums placed on Camel alone during the first six months of 1991. She has her jobber prepackage Camel displays in advance, and has them delivered immediately, as soon as each order is prebooked.

Schwalm also enjoys exercising her creativity when she builds displays. Recently, for example, she salvaged a discarded mannequin from a store backroom, and used it to model a Camel T-shirt for a box-style premium promotion.

Retail Sales Representative Cheryl Alessandra of the Buffalo division sank the competitive cowboy in the historic waters of the Erie Canal recently. Each year, the historic old canal town of Tonawanda, N.Y., celebrates its heritage with a "Canal Fest" street festival that always attracts a big crowd. This year, it was estimated at more than 100,000 people. Alessandra sold promotional product with 520 T-shirts, 200 lighters, and 220 decks of cards, and placed 940 coupons, using nine dump bins and four

floor-base displays. She also placed 12 curb signs, nine banners, and 26 posters.

Territory Sales Representative John Cassidy has become a major Camel merchandiser in the West Cleveland division, with 13 independent Preferred Presence units, or about a fourth of the division's total independents. Cassidy's overall total of 25 Preferred Presence units represents about a sixth of the division's units.

Cassidy also has attained 99.9 percent distribution and 98.3 percent entry availability for the Camel brand family in his assignment.

Area Sales Representative Greg Ugino has come to be known as the "Terminator" by the competition around the East Cleveland division. Ugino's recent achievements include selling the eight-store Erie Petroleum chain on Magna and Sterling as an exclusive line of sub-generics; replacing competitive fixtures with Flex in a new, high-volume



County Market outlet; replacing five competing units with Flex consolidation Savings Center programs; and successfully defending RJR programs at Harbor Creek Shurfine and Van Slyke's Foods, in the face of strong competitive presentations, including lucrative bonus offers.

Ugino also has built RJR business in his assignment with 30 Preferred Presence counter, floor units, and express checklane displays, 11 Camel neon signs, and numerous other impact items.

Target



Signs blossomed in ASR Doug Nelson's territory, as an intensive sales campaign began.

Kentucky Sales Blitz Succeeds

Resorts tend to develop around large bodies of water—fresh or salty. This phenomenon creates promising resort-marketing opportunities, hundreds of miles from the nearest seacoast.

The Lexington, Ky., division, for example, has learned how to make the most of its own inland "resort": Lake Cumberland. The lake is a popular, regional, vacation destination, especially on those weekend holidays too brief for an ocean trek.

The smart sellers in the Lexington division know when, where, and how to apply the aggressive, highly-targeted techniques of resort marketing for best effect at Lake Cumberland.

One holiday weekend this summer, for example, estimates that a half-million people would visit the lake touched off a well-planned blitz of special promotional activity. A special sales team that included Area Sales

Representative Doug Nelson, Training and Development Manager Sharon Cordell, and several part-timers swung into action. An off-season of advance planning and thorough preparation was about to pay off.

Drawing on analysis of sales figures and his own familiarity with the territory, Nelson targeted 60 accounts for special attention. He and his team placed 150 floor displays, and more than 200 signs, banners, clocks, and other impact pieces for the weekend.

All the advance planning and preparation—and all the team's hard work—paid off. More than 15,000 extra cartons of product were pre-booked, and most accounts reported the extra volume sold out during the holiday period. Nelson reports that retailers were pleased with the promotion and are looking forward to more such resort-style marketing in the future.

Central Florida Reps Build Volume

Florida is a real "Sunshine State," where the climate for trade always seems favorable, especially in the booming central section of the state. But central Florida is not all just orange groves and Mickey Mouse; it is a market where hard work and smart selling is always rewarded with success.

Area Sales Representatives Steve Walsh and Jan Poovey, of the Daytona Beach, Fla., division, stay busy.

Walsh recently defeated strong competitive challenges and actually improved RJR's position at Kwik King Food Stores, a 55-store convenience chain based in Ocala, Fla. Walsh worked closely with Area Sales Representative Chris Gaskin, who calls on 28 Kwik King stores. They sold Kwik King an RJR counter Preferred Presence program, exclusive RJR overhead units, and special, custom fixtures for Sterling and Magna.

The chain embraced the sweeping RJR program after receiving several proposals—most offering more bonus money—from Philip Morris. But Kwik King rewarded Walsh's track record of superior service and keeping his word. "People make the difference," a chain manager said. "Steve has sold us on service since day one."

Poovey recently scored with a winning crusade for Doral. She placed 20 Doral mass displays of 500 cartons each in only two days, while maintaining full normal call accountabilities. Poovey concentrated on the outlets where the savings-segment competition is toughest, and got good results. For example, at A.M.I. Store, a leading retailer in Deltona, Fla., Poovey placed her display in a prime location at the front of the store, where 50 cartons were sold in the first afternoon and the entire display sold out in just seven days.

Flint Reps Strike Sales Sparks

Each summer, activities step up all across the country as reserve troops work for national preparedness. These training activities all over the U.S., including some areas with no full-time military personnel at all, mean additional preparedness on behalf of field sales to respond to stepped up demands.

Camp Grayling, Mich., is one such place. Shuttered and deserted for most of the year,

for a few weeks every summer, Camp Grayling turns into a busy military camp, crowded by thousands of reservists for their annual summer training session.

The Flint, Mich., division is responsible for capitalizing on the annual Camp Grayling sales opportunity. A special sales team was selected, including Area Sales Representatives Thomas Mirk and Jeffrey Woodington; Part-timer Michael Federico; Training and Development Manager Michael Miller; and Special Accounts Manager Floyd Cook.

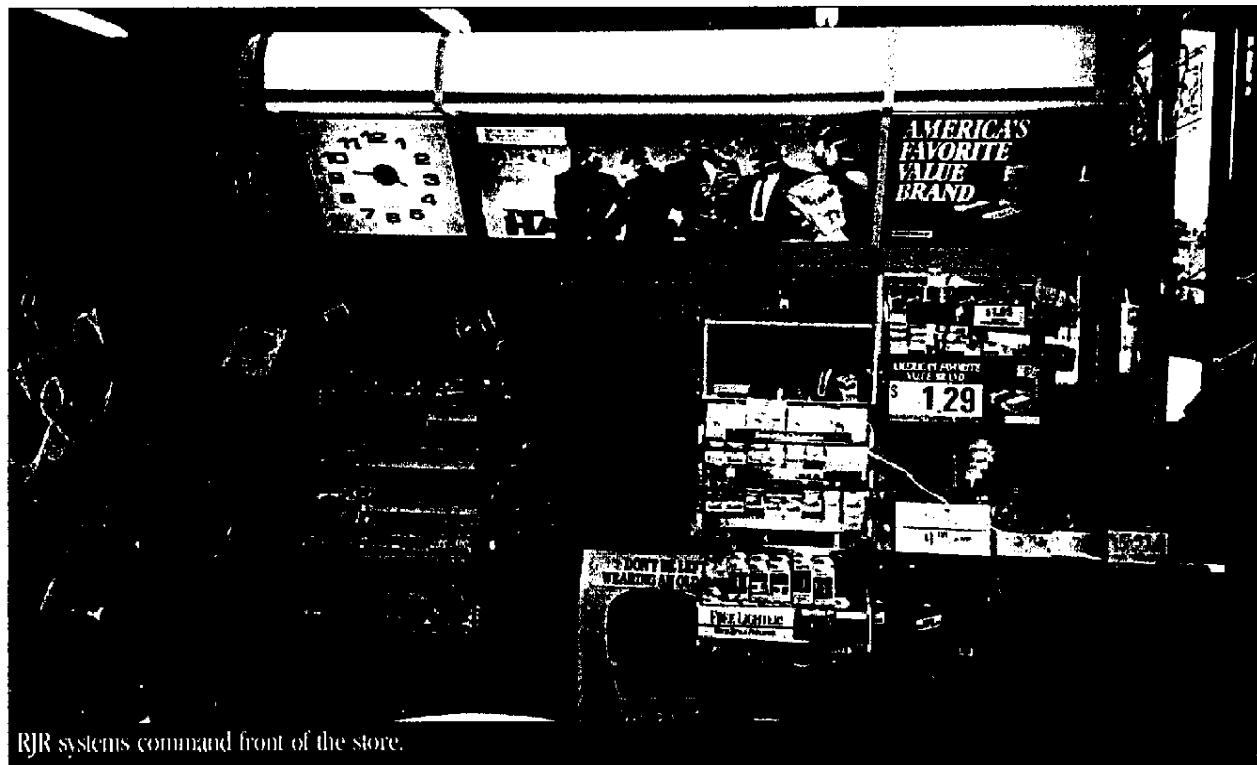
They joined other suppliers in a Summer Tent Sale program established to sell non-issue supplies to the reservists. The Flint sales team used multi-brand and Magna/Doral couponing and a variety of premium promotions to sell 134 extra cases of product—including a good mix of brands and a well-balanced combination of savings and

full-price brands.

Meanwhile, on the civilian side, Mirk sold the Country Store in Beaverton, Mich., extra product with \$2-off coupons for an advertised special. Area Sales Representative Todd Wagner sold 152 extra cartons of Winston and Salem apiece to Boardwalk Party Store, Westwood Party Store, and Corner Produce, and placed floor displays using 75¢-off-two-packs coupons.

Wagner also persuaded Corner Produce, in Saginaw, Mich., to feature Doral at a lower price during a competitive mass-display promotion that was costing the competition a hefty bonus, plus several hundred dollars for newspaper advertising. Just to be sure that RJR would get the most bang for their bucks, Wagner also persuaded the store to feature Doral in the advertising, at no cost to RJR.

Sales Spicy at Nutmeg Chain



RJR systems command front of the store.

Division Special Accounts Manager David Keeney, of the New Haven, Conn., division, has captured the crucial front-end sales space in the 14-store Nutmeg Farms chain.

Key to the winning front-end deal is an exclusive RJR fixture package that includes lighted overhead units with clocks and an all-embracing System III package-display system.

As a result, RJR enjoys a commanding presence in the stores' best selling space.

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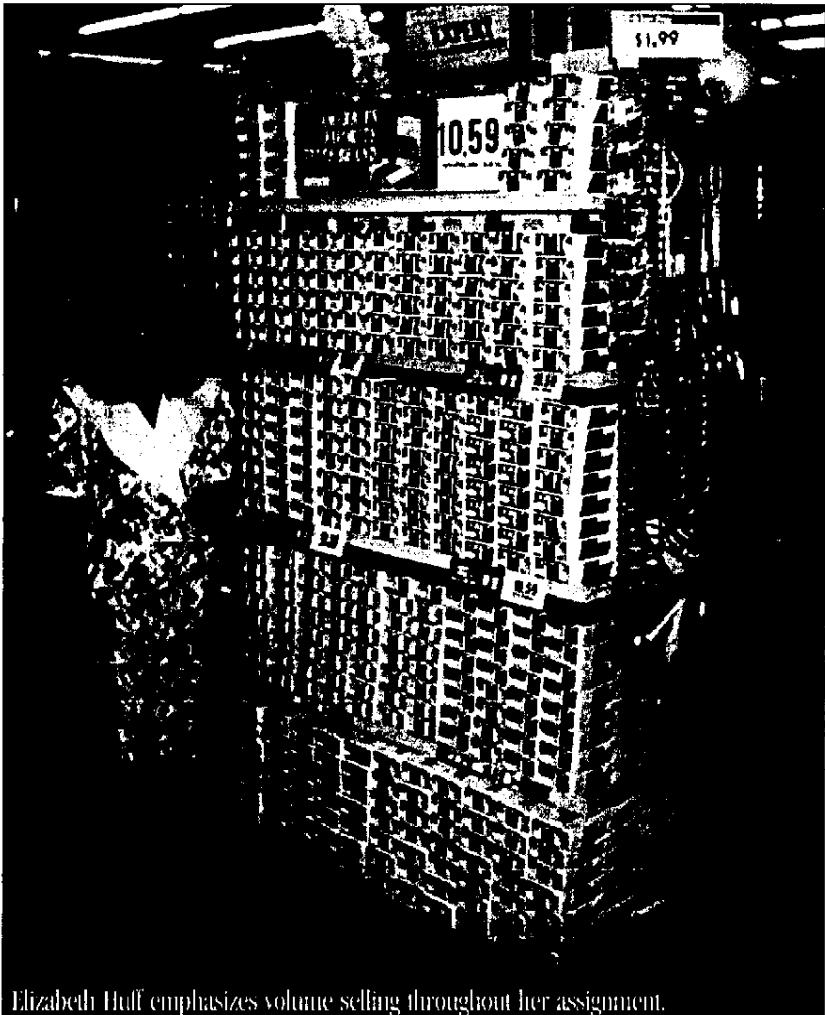


Part-timers Help in Texas

The most successful sellers are the ones who make the best use of part-timers and other sales resources.

Elizabeth Huff, area sales representative in the Corpus Christi division, knows that she can get extra help to take advantage of volume opportunities in her assignment. Her managers, recognizing the results of her efforts, are more than happy to oblige.

Recently, for example, Huff got extra help when she secured Sterling/Magna end caps for her Doral units. She also sold a number of 20-case mass displays around her assignment. Huff also sold Diamond Mini Marts, a 27-store chain in the Bay City, Texas, area, a prebook of 40 cartons of Magna and Sterling for display in each location. With that kind of volume, Huff can be sure of getting all the extra help she needs!



Elizabeth Huff emphasizes volume selling throughout her assignment.

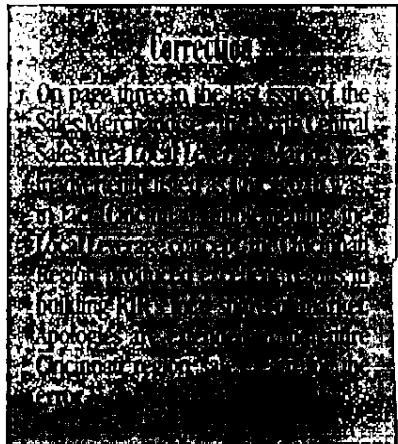
RJR Makin' Sales at Makin' Tracks

Makin' tracks is difficult in the ceaselessly shifting sands of North Carolina's Outer Banks barrier-island chain.

But Makin' Tracks is a different story. Makin' Tracks is a small, but successful and fast-growing, gas/convenience chain that is making quite an impression in the popular, coastal, Carolina resort area.

RJR recently weathered an intensive competitive presentation campaign, maintaining all existing overhead units, adding 10

several new overheads with custom decor kits featuring the Makin' Tracks logo, and securing Preferred Presence throughout the chain. Special fixtures were placed for a Camel carton promotion and full Winston exterior sign packages, including Winston "Wrap" banners, have been added. Persistent selling and outstanding service provided by Territory Representative Rickey Huffman, of the Eastern N.C., division, were the key factors in the campaign.



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NewsBriefs

Field Sales Sparks United Way Giving

Bolstered by a 42 percent increase in contributions from field sales over last year, the combined Home Office, field sales 1991 United Way Campaign raised nearly \$70,000 for agencies supported by United Way.

The company has a rich tradition of support to the United Way and active solicitation of Winston-Salem-based employees



Russell Gordon

has been very successful over the years. Only recently has field sales been asked to contribute to the campaign. Monies contributed by the sales force go directly to the United Way campaigns in the communities where they live and work.

"At Reynolds Tobacco, we are fortunate to have good jobs and benefits," said Wayne

Tucker, the 1991 Sales Department Campaign Coordinator. "If we can help the less fortunate, through the United Way, then we should all have the opportunity to do so. Field sales made a significant effort this year."

All employees who made contributions within various levels of giving were eligible to win prizes offered by the company. One of the top prizes, an all-expense paid trip to the Daytona 500 NASCAR race in February 1992, was won by Area Sales Representative Russell Gordon, of the Kansas City, Mo., division.

Sales Organization Changes Focus on Trade, Account Specific Marketing



Sam Hendrix



Rick Sanders

A new organization structure has been completed in the Sales Department to better align resource and personnel toward advancing our business with major accounts, and at retail through Account Specific Marketing.

Under the new structure, Sam Hendrix has become vice president, trade marketing, reporting to Yancey Ford, executive vice president, sales. Rick Sanders has become vice president, account marketing services, also reporting to Ford. The six sales area vice presidents will continue to report to Ford.

In his new position, Hendrix will be responsible for developing strategic alli-

ances with key national accounts, with the addition of three newly-appointed directors of national accounts: Bob Fiori, John Drew, and Rick Young. He will also have responsibility for developing sales strategy for sav-

ings brands and Forsyth Tobacco Products. Jim Helm, director, Forsyth Tobacco Products and Mike Shaw, director, sales savings business unit, will report to Hendrix. Larry Schreiber, vice president, trade development, will now report to Hendrix, and George Baroody, vice president, merchandising, will continue to report to Hendrix.

Rick Sanders will concentrate his efforts on developing the planning and execution of Account Specific Marketing within the sales organization. Reporting to Sanders will be Jerry McKenna, vice president, promotions operations; Al Barnett, staff vice president, planning, communications, and sales technology; and Harold Roseman,

director, sales materials logistics.

Sam Hendrix joined the company as a sales representative in 1974. He was promoted to vending sales manager in 1976, to division manager in 1978, and to manager, military sales, in 1979. After an assignment as national vending manager in the Home Office, he was promoted to region manager in the Winston-Salem region in 1980. Hendrix was promoted to director of the North Atlantic sales area in 1985, and was appointed area vice president in 1986. In 1988 he was appointed vice president, systems planning and development, and became vice president, sales operations, later that year.

Sanders joined Reynolds Tobacco in 1977 as a marketing assistant. He was promoted to assistant brand manager in 1978, to brand manager in 1979, and to senior brand manager in 1982. Sanders was promoted to marketing director in 1985, and to group marketing director in 1987. He was promoted to vice president of advertising and brand management in 1988. He became vice president, strategic development, in 1990 with responsibility for the company's micro-marketing and local leverage tests.

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Completing the Sales Management Development Program were (front, L-R) Kerrie Mullen, E. St. Louis division; Tyrone Sampson, E. Chicago division; Linda Peters, Toledo, Ohio, division; Richard Mittica, Youngstown, Ohio, division; Bill Palmer, Roanoke, Va., division; and Edward Gillis, San Francisco, Calif., division. (Rear L-R) Steve Clay, New Orleans, division; Kent Brock, Austin, Texas, division; Mark Hirsch; Mitchell McGovern, Springfield, Mass., division; Gary Hennessey, New Haven, Conn., division; Evan Toulon, Raleigh, N.C., division; and Keith Hylton, N. Seattle, Wash., division.

Sales Managers Complete "Journey" of Two Weeks' Intensive Training

Twelve entry level managers, two from each sales area, completed the second Sales Management Development Program conducted by sales and marketing personnel training and development in Winston-Salem, under the direction of Sales and Marketing Training Manager Mark Hirsch.

The two-week program, held October 27 through November 8, 1991, was designed to give new managers a more uniform and structured introduction to their accountabilities. The entry level managers received training in a wide range of disciplines which Linda Peters, training and development manager in the Toledo, Ohio, division, described as a series of "building blocks." "It's like an Alice In Wonderland journey," said Peters. "Each step in the journey is a learning experience. We learned from our instructors, and from each other, how to use the tools of management effectively."

Like the "pilot" program held in Novem-

ber of 1990, the instructors for this year's training session consisted of Home Office specialists in their field, as well as personnel and administration managers from the sales area staffs.

The instructors are what really make this program a unique experience," said Hirsch. "They have a wealth of knowledge to share with the entry level managers, and they have the practical experience to know what our managers need."

The instructors from the Home Office staff included Kay Word and Chris Minner, sales information systems training; Carol Willard, temporary payment system training; Dorothy Henley, SMS training; Stephen MacLeod, sales expense system training; Debi Cutright, labor reporting system training; Frank Beck, leadership training; Paul Macksood, employee development training; Bill Lancaster, Excel training; and Barbara Simkins, PSS/STEP training.

Richard Cross and Debbie Strong, sales area personnel and administration managers, conducted the Oral Presentation Workshop, while their counterparts Larry Gue and Cheryl Van Horn-Dern led the entry level managers through Managing For Motivation.

At the conclusion of their training, the managers were presented a graduation plaque from Jim Maguire, director, sales and marketing personnel. Maguire challenged the group to help break down the barriers of over control within the sales organization. "Our managers must realize that everyone doesn't make a call the same way, and there is room for individual thinking and flexibility," Maguire said. "Your job as managers is to develop the qualities of self assurance in your people that will make them more effective in an Account Specific Marketing environment."

PROMOTIONS & APPOINTMENTS

Fiori, Helm, Tucker, and Young Are Promoted to Director Positions



Bob Fiori



Jim Helm



Wayne Tucker



Rick Young

Bob Fiori, former region manager of the Boston region, has been promoted to director, national accounts, reporting to Sam Hendrix, vice president, trade marketing. Jim Helm, formerly director, national accounts, has been promoted to the new position of director, Forsyth Tobacco Products (RJR's private label business), also reporting to Hendrix. Wayne Tucker, formerly group manager, sales materials management, has been promoted to director, sales personnel, reporting to Jim Maguire, director, sales and marketing personnel. Rick Young, region manager of the Memphis, Tenn., region, has been promoted to director, national accounts, reporting to Sam Hendrix.

Fiori joined Reynolds Tobacco in 1965 as a sales representative in the Philadelphia division. He was promoted to assistant division manager in that division in 1967, and transferred to the Frazer, Pa., division in 1972, where he was promoted to division manager in 1977. Fiori was promoted to vending sales manager for the North Atlantic sales area in 1979, where he also held the position of sales training and development

manager. He was promoted to assistant region manager in the Boston region in 1982, and to region manager in 1983.

Helm joined the company in 1966 as a sales representative in the Harrisburg, Pa., division. He was promoted to assistant division manager in the Baltimore, Md., division in 1967, and to division manager in the Frazer, Pa., division in 1971. In 1976, Helm was promoted to chain accounts manager in the Philadelphia chain division and appointed budget and planning manager for the North Atlantic sales area in 1977. In 1978, Helm joined the Home Office staff as manager, sales communications, and was promoted to national manager, sales administration/communications, in 1981. He was promoted to director, sales materials, in 1985, and was appointed director, national accounts in 1990.

Tucker joined the company in 1973 as a sales representative in the Winston-Salem division, where he was promoted to area sales representative the following year. In 1975, he was promoted to area manager, merchandising, for the Atlanta, Ga., chain division. He was promoted to assistant

division manager in the Peoria, Ill., division in 1976, and to division manager in the East Cleveland, Ohio, division in 1978. In 1980, he joined the North Central sales area staff where he held a number of positions. He came to the Home Office as P-O-S manager in 1987, and was promoted to group manager, sales materials, in 1989.

Young joined Reynolds Tobacco Company in 1970 as a sales representative in the Charlotte, N.C., division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Bristol, Va., division in 1974, and to sales training manager in the Home Office in 1978. Young was promoted to division manager in the Winston-Salem division in 1982 and to merchandising manager in the South Atlantic sales area the following year, where he also served as budget and planning manager. He was promoted to assistant region manager in the Philadelphia region in 1987, and to region manager in Memphis, Tenn., later that year.

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James Morris has been promoted to senior chain accounts manager in the Philadelphia chain division.

Morris joined the company in 1966 as a sales representative in the Philadelphia division, and was promoted to area sales representative in the Frazer, Pa., division the following year. He was promoted to area manager, vending, in the Philadelphia division in 1974 and was named Mid-Atlantic vending sales manager in 1975.

Morris was promoted to vending sales manager in the North Atlantic sales area in 1976, and was named division manager in the Camden, N.J., division the following year. In 1983, he was promoted to chain accounts manager in the Albany, N.Y., chain division. He was also division manager in the Philadelphia, Pa., division before his appointment to chain accounts manager in the Philadelphia chain division in 1987.



Tom Renahan has been promoted to group manager, sales and marketing training and development, in the Home Office Sales and Marketing Personnel Department.

Renahan joined the company in 1979 as a sales representative in the Providence, R.I., division where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Springfield, Mass., division in 1984, and to division manager in the Winston-Salem, N.C., division in 1987. He was promoted to personnel and administrative manager of the South Atlantic sales area staff in 1990.



Kay Word has been promoted to group manager, sales information systems, in the Home Office.

She joined the LifeSavers organization in 1984, in their Mem-

phis, Tenn., general office. In 1988, she joined R. J. Reynolds Tobacco Company as a systems analyst in sales information planning, and was promoted to sales information manager in 1990. Word became sales information systems manager in 1991.



Susan Prevette has been promoted to sales and marketing training and development manager in the Sales and Marketing Personnel Department.

Prevette joined RJR Development Company in 1984 as a technical writer and was promoted to purchasing assistant in 1985. She was promoted to computer technical trainer in the personnel department in 1987, and to training coordinator for management and professional training in 1989.



James Brownlee, Jr. has been promoted to district manager in the Colorado Springs, CO, district. He was assistant division manager in the North Denver, Colo., division.



John Garcia has been promoted to district manager in the Central Denver district. He was assistant division manager in the South Denver, Colo., division.



Douglas James has been promoted to district manager in the South Philadelphia, Pa., district. He was special accounts manager in the Philadelphia, Pa., division.



Donald Ohland has been promoted to division manager in the Fresno, Calif., division. He was special accounts manager in the Oakland, Calif., division.

Robert Berrier has been promoted to district manager in the Albuquerque, N.M., district. He was assistant division manager in the Albuquerque division.

Carlo Fasciani has been promoted to district manager in the Lafayette, La., district. He was assistant division manager in the Hattiesburg, Miss., division.

Robby Garlington has been promoted to district manager in the Lubbock, Texas, district. He was special accounts manager in the East Houston, Texas, division.

Jay Girard has been promoted to district manager in the Madison, Wis., district. He was training and development manager in the St. Paul, Minn., division.

John Kaletsis has been promoted to sales information manager in the Indianapolis, Ind., region. He was senior information analyst in the Home Office Business Information and Analysis Department.

Francis Natale has been promoted to district manager of the Philadelphia, Pa., district. He was training and development manager in the Frazer, Pa., division.

Jay Suits has been promoted to district manager in the New Orleans, La., district. He was training and development manager in the New Orleans division.

Anthony Tress has been promoted to district manager in the East Harrisburg, Pa., district. He was training and development manager in the Harrisburg, Pa., division.

Gary Williams has been promoted to sales information manager in the Cincinnati, Ohio, region. He was assistant information manager in the Home Office Business Information and Analysis Department.

TO SECRETARY—FIELD SALES

Gladys Anderson
Hartford, Conn., region
Peggy Arrington
Pacific Mountain sales area
Linda Morrison
San Francisco, Calif., region

TO DIVISION SPECIAL ACCOUNTS

MANAGER
Stefan Majer
Philadelphia, Pa., chain division
Mel Schwartz
Philadelphia, Pa., chain division
Doris Bullins
Youngstown, Ohio, division
Todd Wagner
Lexington, Ky., division
Renee Duszynski
Buffalo, N.Y., division
Terri Whitehead
Annapolis, Md., division
Stephen Clay
New Orleans, La., division
Wesley Nygaard
North Phoenix, Ariz., division
James Petri
Milwaukee, Wis., division

TO DIVISION TRAINING AND DEVELOPMENT MANAGER

Theresa Scott
Hartford, Conn., division
Gary Hennessey
New Haven, Conn., division
Evan Toulon
Raleigh, N.C., division
Eduardo Miyares
Panama City, Fla., division
Richard Mittica
Youngstown, Ohio, division
Linda Peters
Toledo, Ohio, division
Jean Siders
North Phoenix, Ariz., division

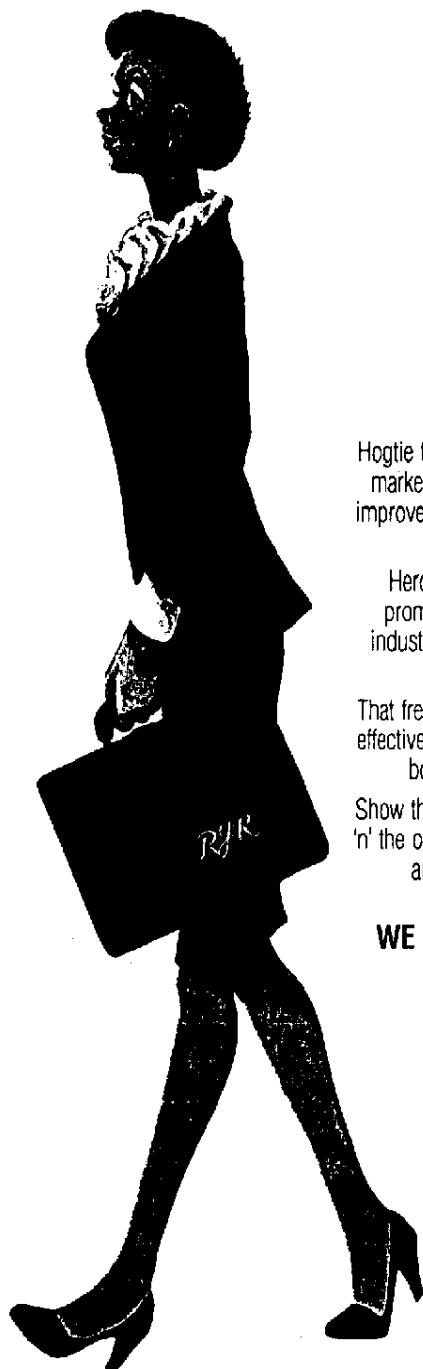
TO ASSISTANT DIVISION MANAGER

James Dukes
Montgomery, Ala., division
TO DIVISION SPECIAL RESOURCE MANAGER
Mark Sullivan
Washington, D.C., division
Debra Fisher
St. Paul, Minn., chain division

Have a safe Holiday!

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